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ABSTRACT

This book presents 11 contributed papers which examine communication aspects of the department chair position in academia. It is noted that most academic department chairs are not trained in management skills, including communication strategies. After an introductory chapter by Christopher H. Spicer and Ann Q. Staton, the following papers are presented: "Departmental Leadership and Departmental Culture" (Stanley A. Deetz); "Establishing Effective Relationships with Faculty and Staff" (Anita Taylor); "Communicating with Administrative Peers" (Ronald L. Applbaum); "Managing Grievances" (Fred E. Jandt and John A. Kaufman); "The Budget Process" (June Kable); "Assessing Faculty" (Robert M. Smith); "The Performance Appraisal Interview: Guidelines for Department Chairs" (Michael Stano); "Being Assessed" (Edward L. McGlone and Susan K. Kovar); "Departmental Assessment" (Patti Peete Gillespie); "Motivating Faculty" (James C. McCroskey and Virginia P. Richmond); and "External Public Relations: Analysis of Image and Directions for Change" (June Kable and Carla Bennett). Two appended papers are: "Acquiring Information" (Mark Hickson III, Don W. Stacks, and Randall K. Scott) and "Providing Information" (Don W. Stacks and Mark Hickson III).

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